



YOUR
MARGARET
RIVER
REGION

MARGARET RIVER BUSSELTON TOURISM ASSOCIATION



2018-19

ANNUAL REPORT

Acknowledgement of Country

MRBTA acknowledge the Wadandi (Saltwater and Forest) people as the traditional owners of this region and their continuing connection to the land, waters and culture. We pay our respects to all Aboriginal peoples: Elders past, present and emerging. While visiting, we ask that you walk softly, taking the time to listen to and care for Boodja (Country).

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CHAIR REPORT



Executive Summary

I am pleased to present Margaret River Busselton Tourism Association's annual report for the financial year ending 30 June 2019. This annual report outlines the role of MRBTA and the contribution we have made to the tourism community over the past 12 months.



NUMBER ONE

destination to visit in Asia Pacific in 2019



DIRECT FLIGHTS

from Melbourne to Busselton with Jetstar



VISITATION

to the region up by 6%



\$630K INVESTMENT

for new interpretive centre at Cape Leeuwin Lighthouse

2018/2019 was a notable year for tourism in the Margaret River region with important achievements made that will sew the seeds for our ongoing success. A particular highlight was the region's recognition by Lonely Planet as the number one destination to visit in Asia Pacific in 2019; as well as the tremendous progress in successfully attracting direct flights from Melbourne to Busselton with Jetstar.

MRBTA is proud to have supported the dedicated efforts of the City of Busselton and the state government in securing the flights which will commence in March 2020. It's estimated the flights will bring an additional 60,000 visitors to the region and inject \$40million into the local economy in the first three years of operation.

Overall visitation to the region was up by 6%. Despite a loss in interstate visitors (-2.3% to 167,000), there were gains in both intrastate (8.2% to 1,283,000) and international overnight visitors (6.8% to 136,800) for the year ending June 2019.

However, not all business saw the flow-on effects of increased visitation. Some of our members reported a difficult year

which can be attributed to increased competition, especially within the tour and accommodation sectors, and compounded by the reported low discretionary spending throughout the state.

In response to members' experiences MRBTA introduced several new initiatives this year and we are immensely proud of what we have delivered, to tourism and the wider community.

Working in collaboration with Australia's South West, Margaret River Wine Association and South West Development Commission, over \$500,000 of funding was secured via Wine Australia's International Wine Tourism Competitive Grant which allowed us to deliver several strategic campaigns targeted at the Singapore market.

MRBTA also made significant improvements to the way visitors to the region are serviced, introducing innovative changes to visitor servicing and marketing for Augusta. Additionally, we have redefined our role in the online bookings space by initiating a new online booking strategy which allows visitors to book direct with our members via margaretriver.com.

A \$630K investment has also been made to establish a new interpretive centre at Cape Leeuwin Lighthouse, which will open later in 2019. Funded by MRBTA (10%), plus State and Federal grants, the new centre has been developed in conjunction with The Gibson Group. Gibson were involved in the development of Albany's ANZAC Centre and have a strong track record of developing compelling interpretive experiences across the world.

These incredible achievements are a testament to the guidance and direction of our Board Directors, the business insights of our dedicated executive team, and the commitment of MRBTAs 150 staff across 11 sites. The year ahead is set to be incredibly exciting for the tourism industry, but in order to capitalise on opportunities in an increasingly competitive and dynamic tourism market, we must continue to work collaboratively. I look forward to working with our partners and stakeholders to build on our success.

Trent Bartlett - Chair

THE VALUE OF TOURISM



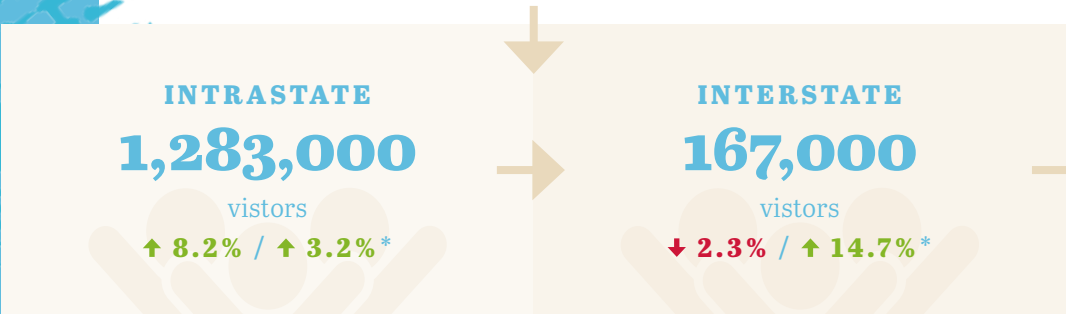
Geographically defined by the boundaries of the City of Busselton and the Shire of Augusta Margaret River, the region is home to almost 51,000² residents, 20% of which are employed directly or indirectly by the tourism industry.

Tourism therefore plays a vital role in the region's development, generating economic growth and employment opportunities whilst also encouraging investment into infrastructure and the protection of natural areas and cultural icons, for the shared benefit of visitors and the local community.

Indeed, growing the tourism industry is considered a key component of the State Government's plan to diversify the economy, create jobs and generate business opportunities, especially in regional WA.

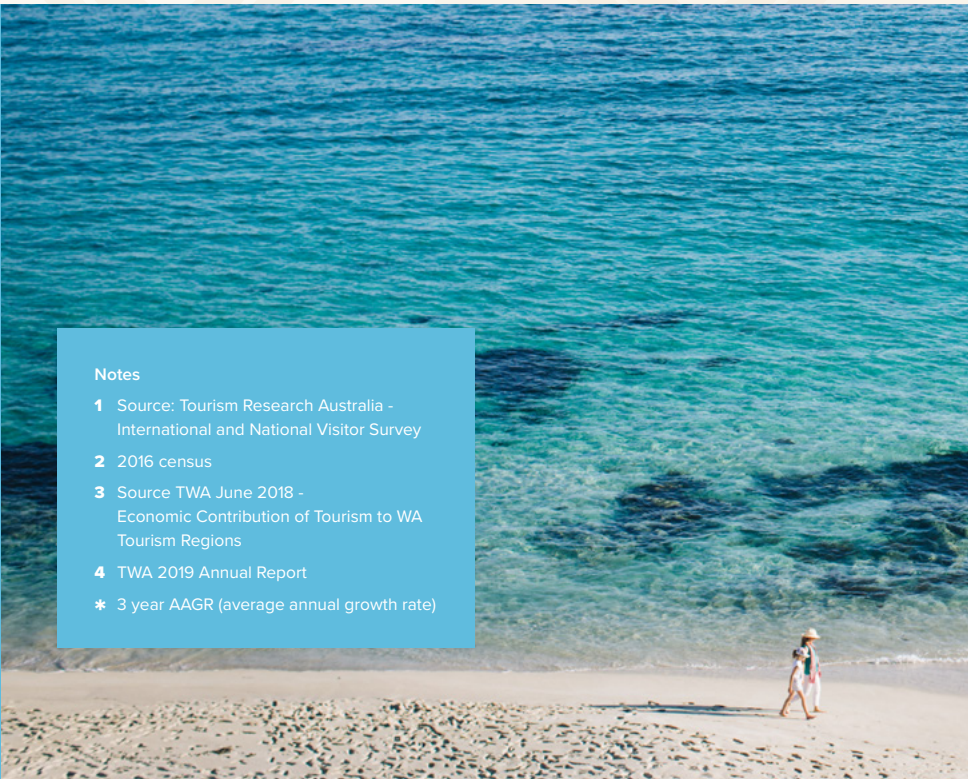
The Margaret River Region is *the* most visited regional destination in Western Australia and in 2018/19 we welcomed more than 2.894 million¹ visitors.

OVERNIGHT VISITATION TO MRR BREAKDOWN



Notes

- 1 Source: Tourism Research Australia - International and National Visitor Survey
- 2 2016 census
- 3 Source TWA June 2018 - Economic Contribution of Tourism to WA Tourism Regions
- 4 TWA 2019 Annual Report
- * 3 year AAGR (average annual growth rate)



TOURISM TO MRR

STATE VISITATION AND SPEND COMPARED TO PREVIOUS YEAR



Intrastate overnight
+1.30%



Intrastate
+26.0%



International
overnight visitor
+12.8%
compared to the previous year



Interstate overnight
+17.3%



Interstate
+13.6%



International
visitor spend
+21.4%
to **\$844M**

TOURISM EMPLOYS



108,800
people in WA³



21,000
in the south west³



1 in 5
people in the south west³



137
people directly
employed by MRBTA



10,000
people in the MRR



TOURISM IN WA GENERATES



\$12.9
billion p.a.⁴



\$1,886
million contributed
to the south west
economy³



44
cents in every tourism
dollar was spent in
regional areas⁴

INTERNATIONAL

136,800

vistors

↑ 5.9% / ↑ 4*

TOTAL

1,586,800

vistors

↑ 6.8% / ↑ 4.3%*

REGIONAL VISITATION



1,304
million day-trippers



1.587
million overnight
visitors



2.894
million total

MRBTA: ADVOCATE

Margaret River Busselton Tourism Association (MRBTA) are advocates for tourism in the Margaret River Region (MRR).

A self-funded, not-for-profit membership-based organisation, MRBTA exists to attract, service and provide quality and memorable experiences to visitors for the benefit of our members and the region. Our vision is to be seen as a leader in developing compelling experiences to establish the Margaret River region as the most highly recommended tourism destination in Western Australia.

Yet what makes MRBTA so unique as a tourism association, is that we are also the region's largest tourism operator. MRBTA manages 7 tourist attractions—Lake Cave, Mammoth Cave, Jewel Cave, Ngilgi Cave, Cape Leeuwin Lighthouse, Cape Naturaliste Lighthouse and Forest Adventures South West – and provides ground handling services at the Busselton Margaret River Airport.

Purpose

MRBTA exists to attract, service and provide quality and memorable experiences to visitors for the benefit of our members and the region.

Vision

MRBTA to be seen as a leader in developing compelling experiences to establish the Margaret River region as the most highly recommended tourism destination in Western Australia.

The funds from commercial operations allows MRBTA to:

MARKET

the region to intrastate, interstate and international visitors

UNDERTAKE

visitor servicing through its website, app and visitor centres

PROVIDE

high quality attractions

INVEST

in the conservation of its natural and heritage assets, and help sustain the cultural & environmental values of the region

PROVIDE

employment, support tourism and contribute to the economy of the region

Key Result Areas

SUSTAINABLE BUSINESS OPERATIONS

High quality, sustainable tourism operations raise and attract funds to conserve natural and heritage assets as well as providing surpluses to fulfil our purpose.

CUSTODIANSHIP

The natural environment and assets under the management and care of MRBTA are protected, preserved and maintained for future generations.

GOVERNANCE AND CULTURE

MRBTA governance is fit for purpose.

CUSTOMERS AND MARKETS

The MRR is the destination of choice for key segments across intrastate, interstate and international markets. MRBTA connects visitors to experiences within the region that are best matched to their interests.

STAKEHOLDER VALUE AND BENEFITS

MRBTA is recognised as making a significant contribution to its members and the social, economic and environmental viability of the region.

S FOR TOURISM



THE MARGARET RIVER REGION

CAPE NATURALISTE
LIGHTHOUSE

DUNSBOROUGH

NGILGI CAVE

BUSSELTON

FOREST ADVENTURES
SOUTH WEST

COWARAMUP

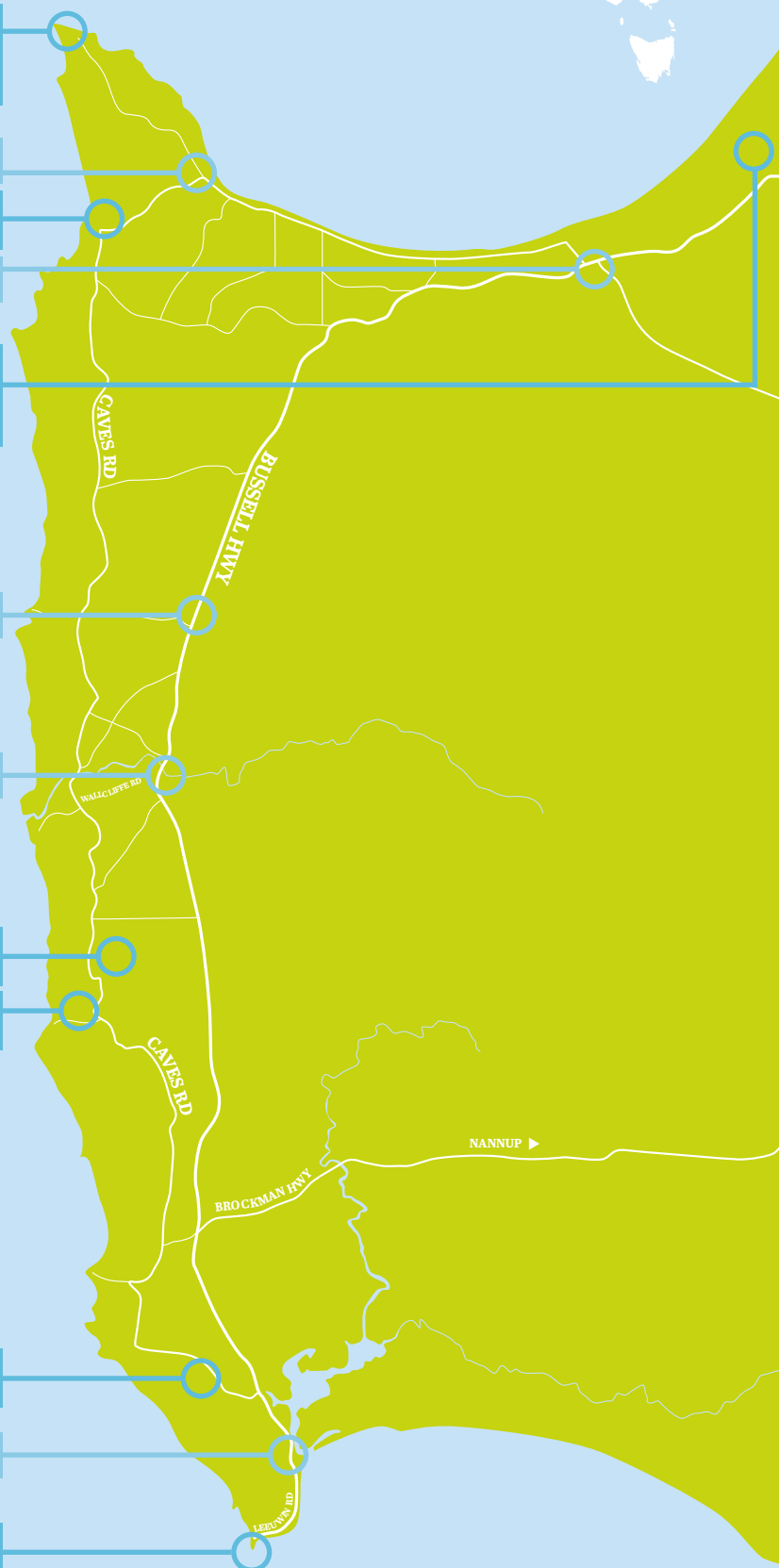
MARGARET RIVER

MAMMOTH CAVE
LAKE CAVE

JEWEL CAVE

AUGUSTA

CAPE LEEUWIN LIGHTHOUSE



ATTRACTING VISITORS TO THE REGION

One of MRBTA's key roles is to promote the region and encourage visitors to stay longer and explore more.

Guided by a Strategic Marketing Plan, MRBTA's dedicated in-house destination marketing team work to deliver increased preference for, and travel to, the Margaret River region, in a way that optimises budget, leverages partnerships and is responsive to the dynamic travel environment.

A strategic approach

MRBTA's Strategic Marketing Plan focuses on four key objectives and corresponding strategies.

OBJECTIVE 1

Industry Engagement

A strong marketing platform to drive and support members' marketing efforts, over and above what they could individually achieve on their own.

OBJECTIVE 2

Destination Awareness

Increase the brand's connection to consumers and inspire the desire to travel to MRR.

OBJECTIVE 3

Consumer Engagement

Build a relationship with potential visitors to MRR by engaging them at every stage of the travel cycle.

OBJECTIVE 4

Interstate and International

Attract visitors from interstate and international markets by creating awareness of MRR and inspiring visitors to experience our travel products.

Key activities:

An ongoing content marketing program carried out via owned (website blog, social media, email), earned (public relations) and paid platforms

Implementation of the seasonal content calendar published annually to enable member participation

Cooperative marketing campaigns to convert core target audiences

Implementation of a strategic public relations plan, including journalist familiarisations to increase media coverage of the region

Social media engagement to inspire visitors to share their MRR experience and influence others to visit

Production and distribution of 120,000 copies of Your Margaret River Region quarterly magazines per year, showcasing the regions key experiences

Curation of a suite of consumer and media e-newsletters reaching an audience of +30,000

Event partnerships to drive off-peak visitation.

2018/19 Marketing initiatives & highlights

Increased visitation to margaretriver.com

At the heart of MRBTA's Strategic Marketing Plan is the destination website, margaretriver.com – the region's number 1 destination authority, providing a growing platform to showcase the region and member businesses. The consumer website continues to evolve with regular updates to both content and functionality to convert people dreaming about the Margaret River region into planning. Website statistics support this with sessions increasing 10% to 1.3 million. The increase in website visitation can be attributed to a strong content marketing strategy culminating in over 78 blogs and 14 itineraries/trails published over the year.

No.1
search engine
rankings

1.3m
sessions

160k
blog views

845k
users

1.1m
member page
views

2018-19
website statistics

ORS

Global Recognition as Asia Pacific's #1 Destination



Global travel authority, Lonely Planet recognised the Margaret River region as the number one destination to visit in the Asia Pacific region for 2019.

Brand Partnerships

Working with other brands for mutual benefit is important to growing brand awareness and penetrating new audiences. In April, MRBTA partnered with Roxy Global as part of their #GoGirls campaign, leveraging coverage of the Margaret River Pro.

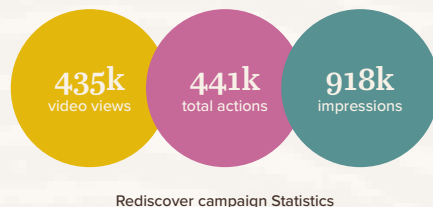
Coverage of the #GoGirls program in Margaret River resulted in 28 posts published on all our social media platforms (Instagram, worldwide + French Facebook pages and Twitter) plus 34 Instagram stories resulting in 3.62M impressions and 125,711 engagements, including 232 comments.

Rediscover campaign

In another first, the Association undertook sub-regional marketing to raise awareness of the towns within the region. The '#Rediscover' campaign targeted the intrastate market and encompassed four stunning videos promoting the towns of the region Busselton, Dunsborough & Yallingup, Margaret River and Augusta.

The videos took up residence on Visitor Centre TV screens and featured heavily across MRBTA's digital channels backed by paid spend on social. The videos also were used as a hook alongside a bundle of original native content, inspiring potential visitors to take that next step in their travel planning journey using 3-day itineraries

and blogs. The campaign generated strong results on social with 435K video views; 441K total actions (like, share, comments) and 918K impressions. Individual town pages on margaretriver.com also received a boost with visitation to the Augusta page up 38% over the campaign period.



Social Media

MRBTA's social media strategy continues to maximise engagement, meaningful conversations and positive sentiment through a constant presence on the key platforms of Facebook, Instagram, Twitter and Pinterest.

Social Media is margaretriver.com's 4th highest acquisition channel and accounts for 2.3% of total traffic, up 6.8% on the previous year.

International Wine Tourism

The Margaret River Wine Region received \$250,000 through the International Wine Tourism Competitive Grants Program as a component of the Australian Government's \$50 million Export and Regional Wine Support Package, after a collaborative application was made by the MRBTA, SWDC, ASW and MRWA.

This is the first time the region has seen this degree of collaboration in its marketing efforts, which is of increasing importance as the region strives to attract international visitation, particularly from Singapore.

Building on the success of the First Class in a Glass and 50th Anniversary events held in previous years, the centrepiece of the marketing program was a week-long program of events held in Singapore under the new event brand 'Margaret River On Tour'. The delivery of the grant also included the development of content marketing assets, a famils program and digital campaign to help grow visitation from Singapore and SE Asia to the region.

Margaret River on Tour: 32 member businesses travelled to Singapore to represent the region in a wine and travel showcase via 25 events. The showcase event, Margaret River: Seasons on the Hill was attended by 320 consumers and 150 VIP, Trade and Media generating \$120,000 in PR value.

Expedia: This conversion-focussed campaign, was the region's first ever cooperative marketing campaign with an online travel agent. The match-funded \$100,000 campaign, ran from March to May targeting travel from Singapore during the winter. Members who took the opportunity to onboard with Expedia saw on average a 36.5% year on year growth in room nights, and a 27.3% growth in length of stay.

East Coast Public Relations Partnership

Continuing the relationship forged in 2017, MRBTA and ASW re-engaged the services of St Creative PR. The brief remained the same, with the national PR retainer aimed at raising the profile and preference of the destination to the target East Coast audience (Sydney & Melbourne).

Key outcomes achieved included:

- ➔ 9 famils with key media outlets, journalists and influencers
- ➔ 50 international and national media reps at 2018 Gourmet Escape
- ➔ 'Margaret River' month at The Gallery, Hyatt Regency Sydney featuring Jarrad Seng 'The Edge' Exhibition. The event also provided a platform for the CinefestOz Sydney Launch
- ➔ Media exposure across major broadcast and print publications including New York Times, Australian Traveller, Studio Ten, Sky News, CNBC Asia, Channel 7 Sunrise & The Morning Show, Channel 9 Today Show & Today Show Extra



\$100K
committed to
joint airline
marketing initiatives



MARGARETRIVER.COM
No.1 destination
authority



49K



11K



49K



6K

Social media
followers



East coast RP
representative



In-market events
and campaigns



Event
partnerships

PROVIDING WORLD INFORMATION SERVICE

to help visitors do more and see more across the region (and beyond)

MRBTA aims to ensure visitors can access the information they need, wherever they are and in a way which is most convenient to them.

While MRBTA remains committed to bricks and mortar visitor centres in high foot traffic areas, our evolving and innovative approach to visitor servicing utilises a range of digital technology and methods to reach our visitors at the right time, with the right message.



Visitor centres serviced

348,000

walk-in visitors in 2018/19



Central reservations team dealt with

49,000

visitor enquiries

Via email, live web chat, social media direct messages and telephone



Cruiseship Metrics welcomed

9,850

passengers and crew
Via 12 cruise ships

During the 2018/19 season

97% of passengers said that they would return to the destination as a result of their visit.

Busselton received a rating of **7/10** or more from every single passenger, with **66%** of passengers giving the destination a rating of **9** or **10/10**.



App

5,200 downloads



Magazine

50,000 copies distributed seasonally



Map

250,000 copies distributed yearly



Dreaming Stage

- Consumer marketing campaigns
- Social media marketing
- Interstate destination PR agency
- Travel trade famils, tradeshow, EDMs



Sharing Stage

- Social media
- Facebook
- Instagram
- Twitter
- Pinterest



Planning Stage

- Margaret River Region destination website: editorial, itineraries, product listings
- Consumer EDMs
- Your Margaret River Region quarterly magazine



Booking Stage (Central Reservations Team)

- Extended visitor servicing hours
- Group bookings
- Live web chat
- Concierge calls
- Phone
- Email
- Social media messaging



Destination Stage

- Busselton Visitor Centre
- Dunsborough Visitor Centre
- Margaret River Visitor Centre
- Augusta Visitor Information Hubs
- Regional touring map
- Official Your Margaret River Region app
- Cruise ship welcome & shoreside experience
- Digital tour register

MRBTA Visitor Servicing Network

Reaching visitors at every stage of the travel decision making process

CLASS VICES

VISITOR CENTRES & CENTRAL RESERVATIONS

MRBTA manages three accredited, award winning Visitor Centres in Busselton, Dunsborough & Margaret River. Staff in these centres, combined with Attractions staff, come into contact with over 1.1million visitors annually.

Yet the habits of visitors are changing, with many wanting to access information digitally and/or before they arrive in region. MRBTA's central reservations team services visitors via email, live web chat, social media direct messages and telephone. Using analytics MRBTA understands when visitors are most likely to be online, and rosters staff accordingly.

MRBTA's knowledgeable and passionate consultants use their expertise to:

- ➔ Create personalised itineraries for customers to show case the region's tourism opportunities and a wide range of events
- ➔ Inspire visitors to go more places and experience more, resulting in greater visitor dispersal, spend and length of stay
- ➔ Ensure that visitors have all the travel advice and information required to have a safe, fun and memorable holiday so that they too can become ambassadors for the region
- ➔ Provide a dedicated service for groups wishing to arrange events or itineraries such as wedding, conferences or corporate and special events
- ➔ Provide up to date support and feedback to our members

TOOLS THAT WORK FOR VISITORS & MEMBERS

MRBTA has developed a range of tools to assist visitors, whether they visit our visitor centres and attractions, or are serviced offsite. These include:

- ➔ Over 250,000 regional maps distributed annually
- ➔ Mobile friendly website and 24hour digital information screens
- ➔ Regional app
- ➔ Brochures magazines and event guides
- ➔ Telephone information, advice and bookings
- ➔ Email and web enquiry responses
- ➔ Visitor centre in-store product advertising and information

CRUISESHIP ARRIVALS

MRBTA also manages the shoreside experience for cruise ship arrivals to Busselton, and welcomed 9,850 passengers and crew via 12 cruise ships during the 2018/19 cruise season (October 2018 – March 2019). 7 cruise arrivals have been confirmed for the 2019/20 season, and another 17 arrivals are confirmed for 2020/21.

MRBTA ensures that a tailored welcome is offered to passengers of every single cruise ship arriving at Busselton. During 2018/19, this included a team of over 70 volunteers greeting passengers; live entertainment; 'Cruise-In' markets offering locally produced goods and a free-of-charge City Hopper Bus.

Furthermore, to build capacity and ensure that shore experiences meet the changing expectations of cruise passengers, MRBTA holds regular 'Cruise Ready' workshops for local tourism operators.



12 month highlights

Completed renovation at our flagship visitor centre in Margaret River,

\$620k spent

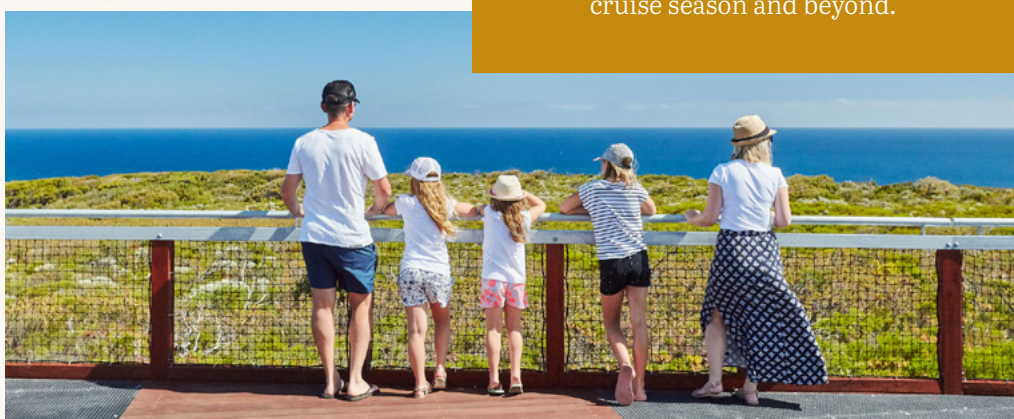
(50% MRBTA & 50% grant funding)

DELIVERING INNOVATIVE VISITOR SERVICING IN AUGUSTA

With visitor numbers to the Augusta Visitor Centre declining, MRBTA changed its visitor servicing model in Augusta.

Following close consultation with the community, the visitor centre at Augusta was closed in February 2019, enabling MRBTA to make an initial commitment of \$80,000 over two years to new visitor servicing and marketing initiatives.

Secured a \$10,000 Cruise Destination Welcome Initiative Grant from Tourism Western Australia. This funding will enable the destination to further enhance the positive and memorable shoreside experiences offered to visiting passengers during the 2019/20 cruise season and beyond.





MRBTA is the largest tourism operator in the region. Entrusted with the management of some of the region’s most iconic natural and cultural heritage sites, the Association also operates a high ropes adventure course and provides airport ground handling at the Busselton Margaret River Airport.

The income generated from MRBTA’s commercial operations is used to support the association’s activities as well as maintain and improve on-site facilities to uphold and enhance a high quality of visitor experience. But perhaps most importantly, the funds are used to conserve these precious natural assets for future generations.

Attraction Visitation



Vistors across all sites

460,000

↑8%



Jewel Cave

61,000



Cape Leeuwin Lighthouse

115,000



Lake Cave

43,000



Mammoth Cave

77,000



Forest Adventures

29,000



Cape Naturaliste Lighthouse

71,000



Ngilgi Cave

65,000



Y TOURISM RVICES TO VISITORS



12 month highlights



Completed renovations at Cape Naturalise Lighthouse worth

\$1.035M

(10% MRBTA & 90% grant funding)



Finalised plans for the Cape Leeuwin Lighthouse Interp Centre



Undertook feasibility study for Ngilgi Cave redevelopment



Opened new Mammoth Cave Ticket Office

VISITOR EXPERIENCES

LIGHTHOUSES Synonymous with the capes themselves, the two sentinels of Cape Naturaliste Lighthouse and Cape Leeuwin Lighthouse stand guard, protecting modern seafarers today as they did when first engineered, over a century ago. With stories brought to life by MRBTA's professional guides, the lighthouses have come to represent the hardships faced by the region's first European settlers and symbolise the wild and remote nature of our coast.

CAVES Beneath the scenic landscapes and majestic forests of the Leeuwin-Naturaliste Ridge, caves have been formed over a million years by the movement of water through limestone rocks. Four of the most stunning caves, Ngilgi, Mammoth, Lake & Jewel Caves are managed by MRBTA enabling visitors to experience and appreciate their outstanding natural beauty. Each cave has its own special features and history. Visitors can choose from self-guided, semi, or fully-guided experiences or even get a taste for adventure caving.

FOREST ADVENTURES In 2018 MRBTA acquired the Forest Adventures High ropes adventure park. It was felt this attraction had synergies with our existing operations, and as a cash flow-positive asset, the acquisition was made to ensure sustainability of Association. Set in the Ludlow Tuart Forest, a talented team of guides enable visitors to go flying through the forest.

RESEARCH, EDUCATION, CONSERVATION AND HERITAGE

MRBTA runs a number of educational programs designed to support the school curriculum and invoke wonder, learning and respect for our natural and built environment.

MRBTA's specialist resource and conservation team work hard to conserve, protect and maintain the valuable assets in our care, both above and below ground.

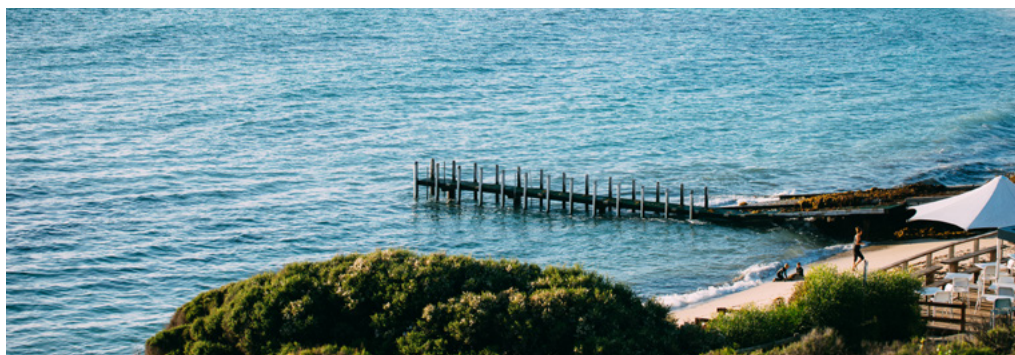
MRBTA also supports Aboriginal tourism development and have partnered with Koomal Dreaming at Ngilgi Cave and Cape Cultural Tours at Cape Naturaliste Lighthouse to provide knowledge of local Aboriginal culture relevant to these sites and the region.

ADDITIONAL SERVICES FOR VISITORS

RETAIL To compliment the visitor experience, MRBTA offers a range of souvenirs and gifts for sale at all of our attraction sites and visitor centres. Selected to reflect the region and celebrate the uniqueness of specific localities, MRBTA's retail merchandise allows guests to take home a reminder of the region and possibly encourage revisitation and/ or assist in advertising the region. Income from retail sales accounting for 10% of MRBTA's total income.

AIRPORT GROUND HANDLING

MRBTA operate Airport Ground Handling services at the Busselton Margaret River Airport to a range of scheduled and ad-hoc charter flights. MRBTA's dedicated and experienced team of 10 airport staff, have developed a reputation for delivering exceptional service over the 12 years they have been in operation. In 2018/19, the team handled 529 flights and over 27000 passengers from the 10 scheduled weekly services with Virgin Australia Regional Airlines (VARA) on behalf of Rio Tinto. This financial year also saw them handle an increasing number of 'one-off' charters for multiple private corporate jets, as well as annual VIP charters for Variety Club (VARA) and Telethon (with Network Aviation) and several special event charters.



INDUSTRY DEVELOPMENT & TRAINING



MRBTA’s members represent the true DNA of our brand:

Creative, adventurous, social, laid back, yet authentic connected and diverse.

Providing opportunities to support the development of our member businesses is central to creating quality, memorable and compelling experiences, which will establish the region as the most highly recommended tourism destination in Western Australia.

PROFESSIONAL DEVELOPMENT & TRAINING

MRBTA provides a range of education opportunities & workshops, access to valuable business industry data and trends as well as networking opportunities including our monthly member mingles & tourism events.

PRODUCT DEVELOPMENT & MARKETING OPPORTUNITIES

MRBTA tailor a range of marketing products & promotional opportunities via MRBTA distribution channels, to our members. Increasing product knowledge for Members via monthly EDM's.

DEDICATED MEMBERSHIP TEAM OFFER



Inductions & technical support for MRBTA platforms & services.

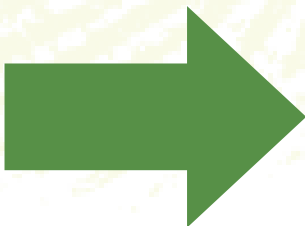


Management of member related information on margaretriver.com, including unique member login area for renewals, map & magazine orders and other member benefits.



Professional advice & referrals for members to relevant industry suppliers.

For every membership dollar received



MENT



12 month highlights

GUEST EXPERIENCE MASTERCLASS

Leading marketing expert Jesse De Jardin hosted an interactive workshop for members to learn how to find their business point of difference and to learn up to date marketing initiatives and planning strategies.

ONLINE BOOKING STRATEGY

To better meet the needs of members and visitors MRBTA redefined our role in the online bookings space, initiating a new online booking strategy focusing on direct bookings which provides members with a link from their listing page at margaretriver.com to their own website.

MRBTA VISITOR SURVEY

To develop additional insights into the local tourism industry, MRBTA initiated its own visitation and spend survey in 2019. The simple survey asks whether visitor numbers and visitor spend is up or down and has the potential to complete the picture painted by the official tourism stats, while informing MRBTA's own activities.

SEASONAL MARKETING CONTENT CALENDAR

Established in response to member feedback, a seasonal content calendar was launched in December 2018 with the aim of offering affordable, highly targeted promotional opportunities. It provides members with the chance to buy into new blogs, itineraries and campaigns each season in order to elevate their visibility on margaretriver.com.

MRBTA CORPORATE MEMBER CONSOLE

A new look console has been developed to create an easier and more efficient way of updating members pages on margaretriver.com. A newly designed mobile friendly member page will be released in late 2019.

Benefits of membership



Direct link to chosen website from member page on margaretriver.com



Invites to monthly Member Mingle



Industry insights via Member eNews



Invites to training & development opportunities



Access to exclusive offers via the Share the Love Club



Business page on margaretriver.com, our mobile app and visitor centre multi-touchscreens



Listing on MRR printed touring map



Preferred advertising rates in the YMRR magazine and campaigns



Access to marketing opportunities, such as blogs itineraries etc

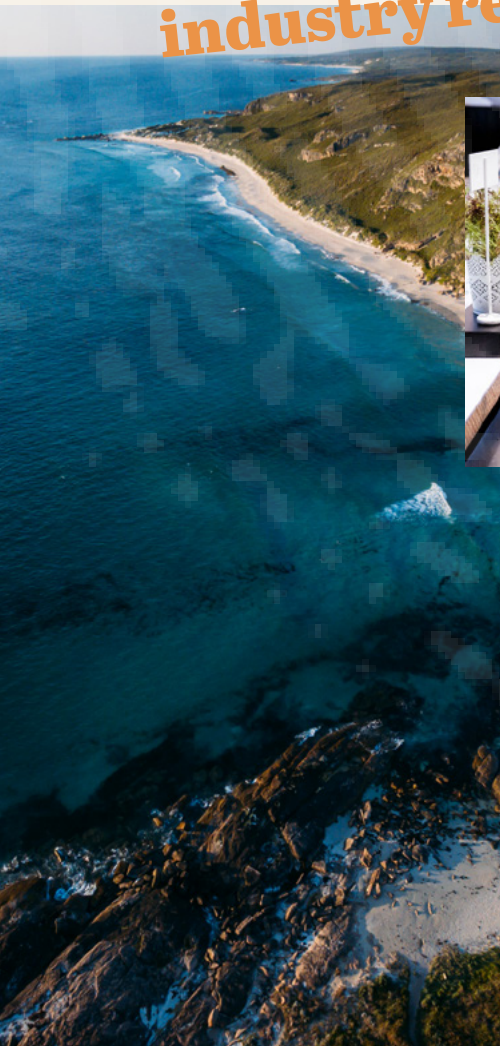
MRBTA
615

current members



PROVIDING A VOICE THE REGION

through partnerships,
industry representation & advocacy



MRBTA collaborates with strategic partners to promote the region while representing the local industry on issues affecting tourism at the local, state & national level.

PARTNERSHIPS

MRBTA prides itself on the strength of its strategic partnerships and has strong working relationships with local and state government, industry associations and community groups. Where appropriate MRBTA has established memorandums of understanding to formalise roles, objectives and the scope of projects.

ADVOCACY

MRBTA's Board uses a formal process to determine where the Association should become engaged in advocacy with regards to specific issues.

Specifically issues as assessed according to five criteria:

1. Addresses a member need,
2. Address a market failure,
3. Material impact on member business;
4. Capital Management;
5. Builds capabilities & leverages co-op model.





OUR PEOPLE

MRBTA has a unique, but highly effective leadership team charged with delivering the organisation's strategic outcomes.

Our Joint CEO approach sees the responsibilities of the CEO role shared by three people who have also retained their Group Manager roles. That is Sharna Kearney leading on Marketing, Steve Harrison on Operations and Cinde Fisher on Corporate Services.

Cinde, Steve and Sharna have complementary skills and have demonstrated an incredible commitment to MRBTA, as well as a willingness to work together.

Together they manage 150 staff, all of whom share a passion for the region and our natural assets and pride themselves on delivering exceptional customer service.



Our Values

RESPECT We respect our visitors, our Members, our colleagues, the traditional owners/custodians of the Land and our community.

We respect and value our natural environment and our heritage and we are committed to protecting and preserving the assets which we've been entrusted with.

PRIDE We are passionate about what we do and where we live. We take pride in our pristine environment and we share this enthusiasm with others.

INTEGRITY We act in a manner that consistently enhances the values, ethics and aims of MRBTA.

RESPONSIBILITY We act responsibly in the interests of the environment, Association, our Members, our Visitors and our staff.

PASSION We are enthusiastic and committed to all that we do. We provide a professional service in a happy/ enjoyable environment.

INNOVATION We actively seek new ideas and strive for and embrace positive change



Our Management Team



Steve Harrison

Joint CEO & Group
Manager
Operations

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Cinde Fisher

Joint CEO & Group
Manager
Corporate Services

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Sharna Kearney

Joint CEO & Group
Manager
Marketing

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Our Board of Directors



Janine Carter

Deputy Chair
*The Landsmith Collection
(Voyager Estate)*

In 2019, Janine Carter moved from managing Voyager Estate's Cellar Door and associated tourism and hospitality, to become The Landsmith Collection's Head of Tourism & Business Development. The Landsmith Collection is a portfolio of brands including Voyager Estate, Bullo River Station and a number of properties in development including Wallcliffe House. Janine is responsible for tourism trade engagement and supports the guest experience at these properties. Prior to her nine years managing Voyager Estate's Cellar Door and direct sales, Janine worked with the Margaret River Wine Association and as a local journalist, providing her with a solid knowledge of the whole region. Furthermore, she has experience in the New Zealand Wine Industry, events management and 12 years in journalism and PR.



David Wilcox

Common Ground Trails

David is a multi-talented professional with a broad experience and interests within tourism related industries. After completing his degree in digital media, his broad design background begun in the emerging online digital industry in the late 90s. This role merged into the graphic design, film production and fashion industries where David built a repertoire of design and marketing related skills. Recently as a general manager and lead designer or Willcox & Associates Architects he has been responsible for the operation, direction and growth of the Margaret River and Bali based practices. Most recently, David has established Common Ground Trails, one of the state's leading trail planning and design consultancies.



Trent Bartlett
Chair

Trent is a professional Company Director and was appointed as the inaugural, independent Chairman of MRBTA. Trent has over 30 years of extensive multi – industry experience at Board Chair / Independent Director & CEO levels in listed public companies, large private companies as well as "for benefit" focused enterprises including member owned organisations.



Jodie Darragh

*Jodie Darragh
Communications*

Jodie cut her teeth in tourism at the former Geographe Bay Tourism Association (GBTA) in 2004, where she thoroughly enjoyed promoting the region and the association's tourist attractions to local, national and international markets. Following her time with the GBTA, Jodie worked in the marketing department of retail travel group, Travellers Choice, before taking a six-month sabbatical to travel around Europe. After returning to Perth, Jodie worked in the marketing department at the City of Stirling, before gaining further destination marketing and public relations experience at Tourism Western Australia and Australia's Coral Coast. Jodie established her own business, Jodie Darragh Communications, in 2014 and currently works part-time in the marketing department at Villa Carlotta Travel in Busselton.



Keith Warrick

Eagle Bay Brewing

General Manager at Eagle Bay Brewery, Keith has held similar roles at several Margaret River wineries and has over 20 years senior management experience. Keith is currently the President of Smiths Beach Surf Life Saving Club and has served on several boards including the Geographe Bay Tourism, Dolphin Discovery Centre, Geographe Vignerons Association and Australia's South West.



Glenn Callegari

*Hillzeez Down South
Surf Shops*

Glenn Callegari is a Certified Practising Accountant and worked at Wesfarmers before returning to Busselton and purchasing the Hillzeez Down South Surf Shop Group. Glenn has expanded the business and now owns nine stores in Busselton, Dunsborough, Margaret River, Bunbury and Albany. Prior to his appointment to the MRBTA Board, Glenn served on the Board of GBTA for two years.



Evan Lewis

Broadwater Resort

Evan is the Owner and Resort Manager of Broadwater Resort Busselton. Evan has 30 years' experience in senior roles within the tourism and hospitality sector and a long-held passion for the Busselton and Margaret River Region. He has held several Regional Executive Marketing and Global Communications Roles with multi-national companies (including Asia Pacific's largest hotel group Accor). This experience combined with very fond childhood memories from annual family vacations in the Region made it an easy decision for him to invest in the Broadwater Resort when it was made available for sale in 2017. Evan was appointed to the Board in 2019.



Tony Pickworth

RAC of WA

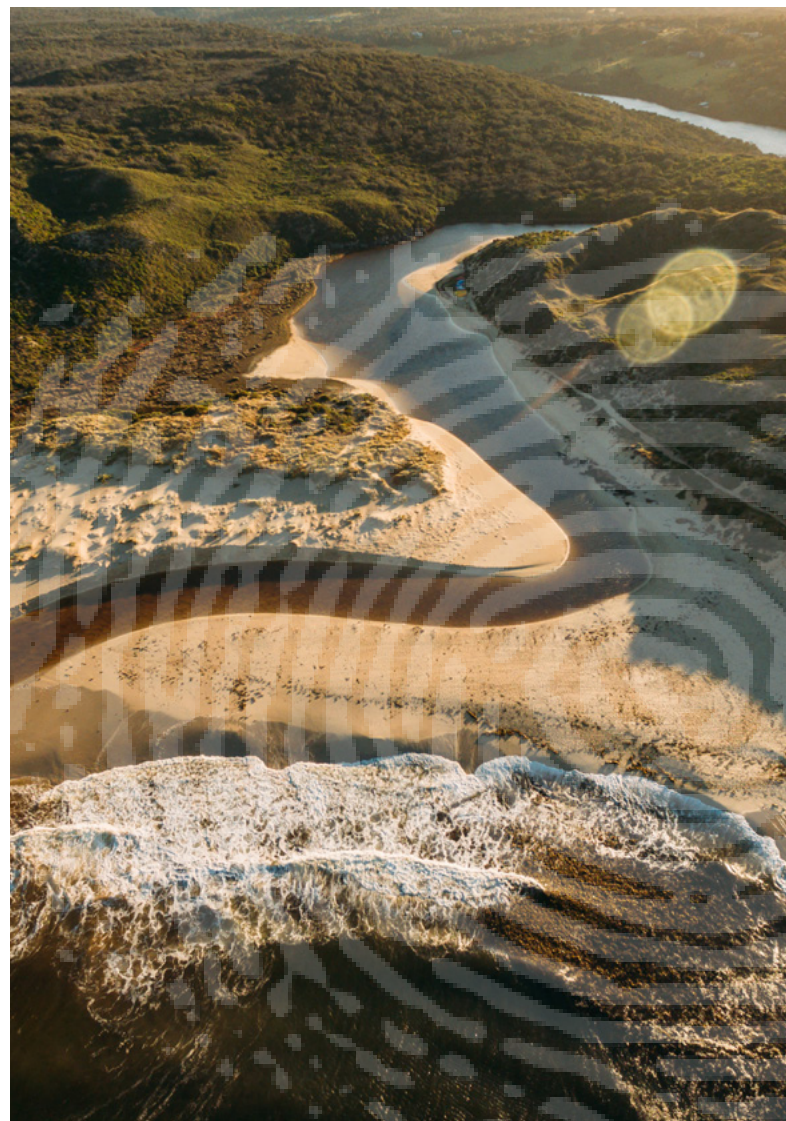
Tony Pickworth is Executive General Manager, Brand and Tourism with the RAC of WA and has responsibility for several divisions including RAC Parks and Resorts business. This business owns RAC Busselton Holiday Park and RAC Margaret River Nature park as well as six other properties around WA. The RAC is a member organisation that has been involved in tourism in Western Australia for over 100 years. Tony owns a property in Margaret River and spends as much time as possible in the Region. Through his role at the RAC Tony has exposure to tourism issues at state, national and international level. Tony was appointed to the AMRTA board in 2013.

CORPORATE SERVICES

As an organisation that turns over \$9million per annum, it is crucial that MRBTA has systems and procedures which facilitate effective and cohesive operations.

Several initiatives were introduced in 2018/19 to increase efficiencies and generate cost savings. To provide a more seamless method of communicating between MRBTA's 11 sites, an open standard communication solution was implemented for telecommunications. This system is budgeted to save the Association approximately \$40k per year. An Automated Accounts Payable System was also adopted, allowing for automated invoice capture and approval workflows that integrates with financial systems.

Increasing cyber security has also been a major focus for the corporate services team with the majority of business' IT systems now in the cloud.



Financial Results

Below is a summary of MRBTA's consolidated performance and position.

MRBTA's Audited Financial are available at corporate.margaretriver.com/reporting.

2018/19 MRBTA CONSOLIDATED FINANCIAL PERFORMANCE

\$'000's	17/18	18/19
Income	8,896	9,258
Expenditure	8,436	8,797
Operating Surplus Before Interest & Depreciation	460	461
Capital Grant Income (not included above)	527	298

MRBTA's operating surplus is reinvested into the organisation assets and the assets vested to us and under our care.

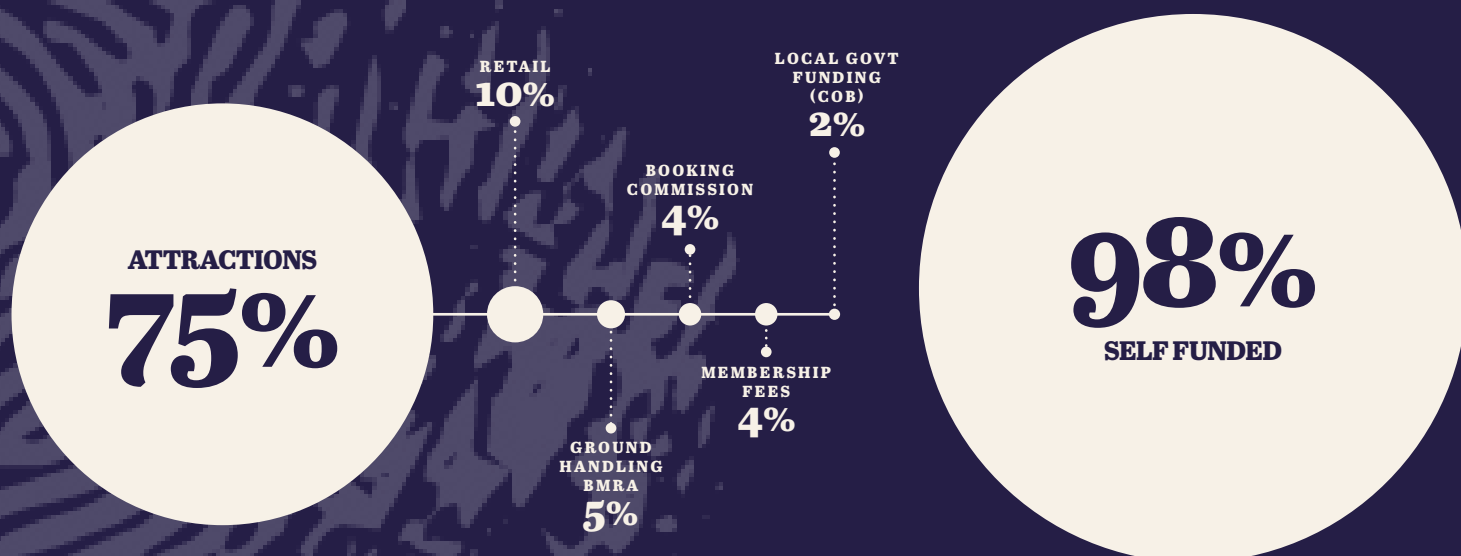
2018/19 MRBTA CONSOLIDATED FINANCIAL POSITION

\$'000's	17/18	18/19
Cash at Bank	960	244
Other Assets	4,188	4,820
Liabilities	2,314	1,949
Equity	2,834	3,115

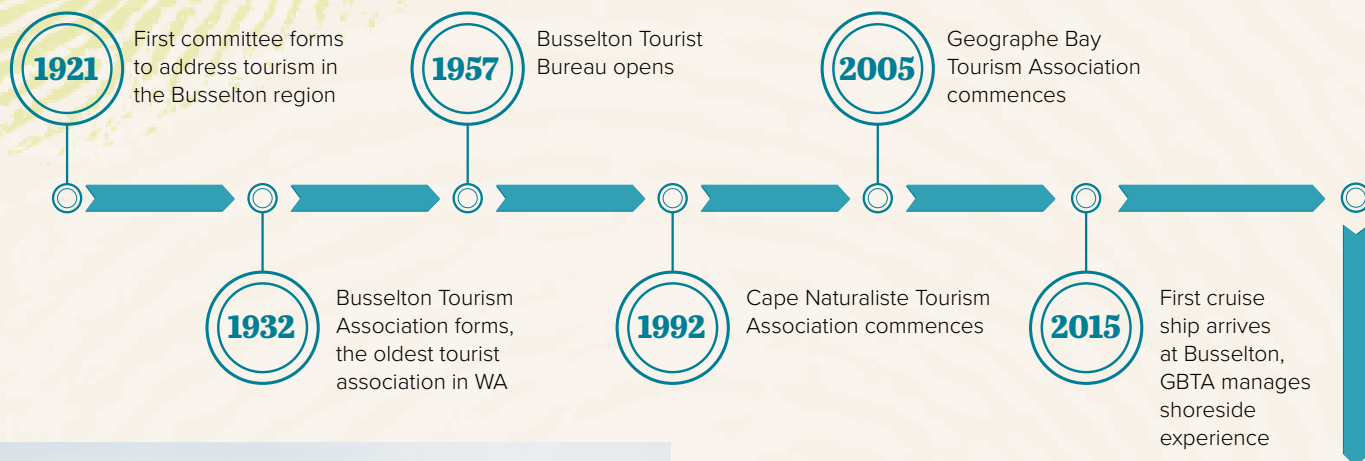
Cash flow has decreased within 18/19 compared to previous year due to the Royalties for Regions Grant being spent and the purchase of the Forest Adventures High Ropes Course. Cash flow reserves are planned to be rebuilt in subsequent years to enable leveraging of grant applications and other investments.



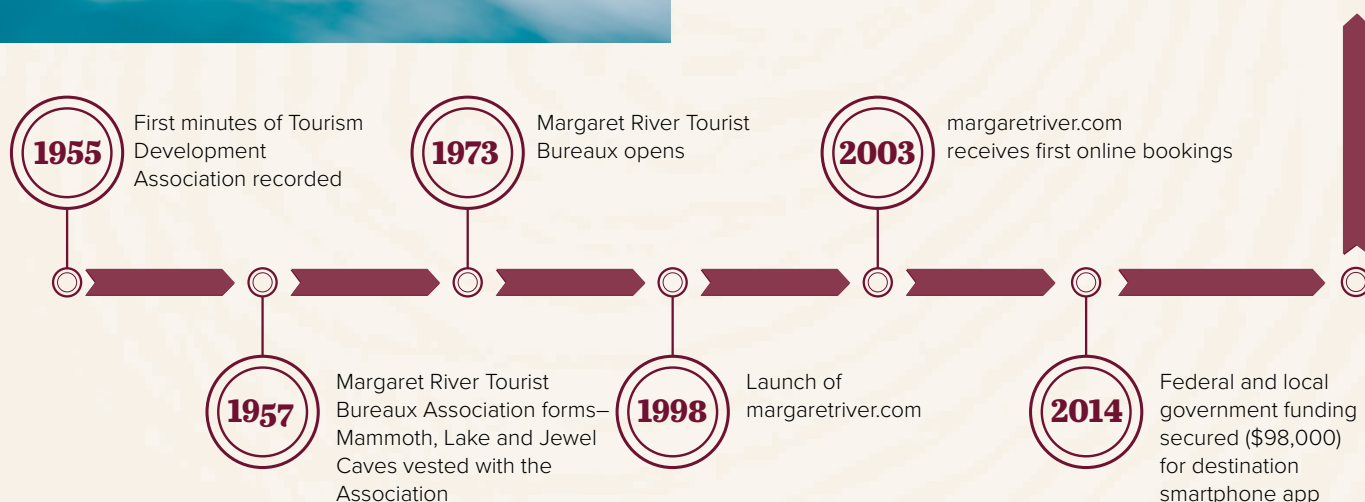
INCOME SOURCES



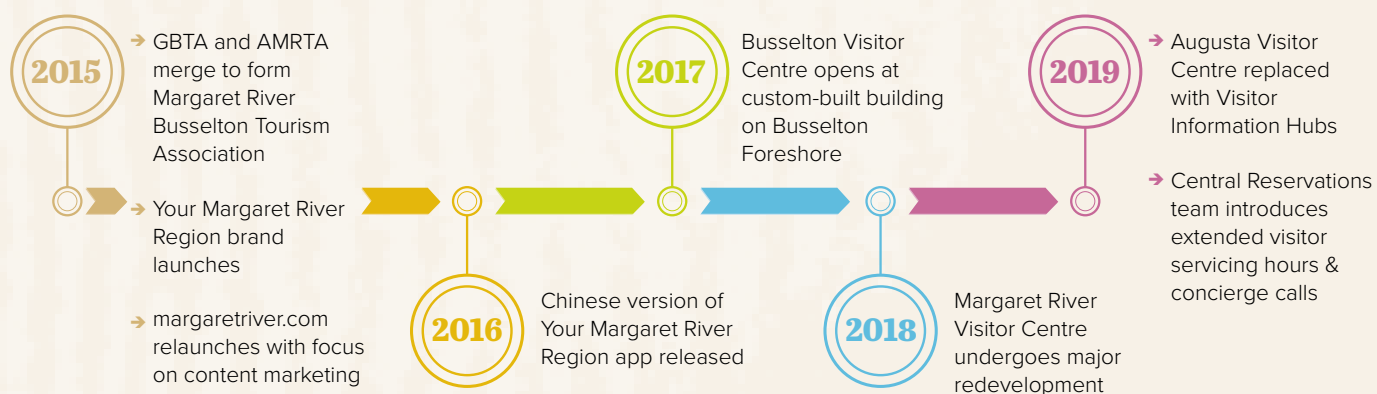
MRBTA HISTORY / T



YOUR MARGARET RIVER REGION



TIMELINE



MARGARET RIVER BUSSELTON TOURISM ASSOCIATION



**YOUR
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